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UNIVERSITY ORGANIZATION FOR NATIONAL SERVICE AND DEFENSE.

University officers and students throughout the United States are eager in the present national emergency to give the utmost that may be demanded for the furtherance of American interests and for the preservation of American life and ideals. A portion of each university community will naturally offer itself when the occasion arises for active military and naval duty. Many universities have, indeed, already organized battalions or regiments and have conducted special courses for the training of officers. Other institutions will doubtless add their quota to meet this immediate and obvious need.

University officers may be reminded, however, that training for military duty is but a part of the effective preparation of a nation for eventual hostilities. Of equal importance are the organization of technical skill, the assembling of trained minds for the performance of definite tasks requiring special education or experience, the selection of persons qualified to direct the countless minor activities on which the successful prosecution of military operations rests. The efficient use of the Nation's human resources demands that those who can best serve in these supporting and auxiliary lines be assigned to appropriate stations.

The universities and colleges of the country are peculiarly qualified to contribute to this organization. Each institution is a natural unit. Its students and officers are already assembled in one place. Information concerning the training and capacity of all can be secured without difficulty. All are receptive of intelligent direction and able to profit by it. Contacts with graduates can also be readily established. Each institution can easily perfect a complete voluntary organization which may, in case of necessity, be immediately mobilized and which may be incorporated partly or *en bloc* into Federal or State agencies for defense.

As illustrating the possibilities of such organization, an outline of the plan which Columbia University has put into operation is given herewith. The essential parts of the statement are drawn from a circular recently issued by the university. The registration cards used in the organization of students and alumni are reproduced.

THE ORGANIZATION OF COLUMBIA UNIVERSITY FOR NATIONAL SERVICE.

"A committee appointed by President Butler, as the result of a meeting of the members of Columbia University for the purpose of considering ways and means by which the university might be of service to the Nation, the State, and city in the present critical situation, adopted a general plan of procedure as follows:

(1) To make a personnel index of the entire university body.

(2) To perfect an internal organization into larger and smaller subdivisions which shall operate autonomously and in coordination with one another.

(3) To establish cooperative relations with Governmental agencies of the Nation, the State, and city for patriotic service.

"1. The making of a personnel index was undertaken at the outset. The university, as a whole, comprises upward of 1,100 officers, 36,000 graduates, and 13,500 students now in residence, most of whom through their training and experience possess unusually high qualifications. It is true that a majority of the officers and many of the alumni are well enough known to render formal registration unnecessary, but nevertheless a comprehensive index is desirable to include these as well as the many hundreds of individuals who may also be efficient members of a mobilized body. Index cards have been sent to every member of the administrative and teaching staff, to the students of the several schools, and to all of the graduates of the university. By means of a return slip any recipient may indicate a desire to procure cards for the enrollment of such members of his family as may wish to participate in the work of the university as a whole." The cards for both men and women are reproduced below:

COLUMBIA UNIVERSITY PERSONNEL INDEX

Student? ☐ Alumnus? ☐ University Officer? ☐

Name _____ School _____
(First Name) (Middle Name) (Last Name)

Class _____ Degree _____

Business or local address _____ Telephone { during hrs. _____ no. / during hrs. _____ no.

Home address _____

Country of birth _____ When naturalized _____ Court of Naturalization _____

Married or single _____ Age _____ yrs. _____ mos. Height _____ ft. _____ in. Weight _____ lbs.

Will you accept enrollment for duty in emergency? _____

TRAINING OR EXPERIENCE

MILITARY

Put a check (✓) in front of any branch of service in which you have had training; underline any in which you are now enlisted.

Army:
- Regular
- Militia
- Training Camp
- Officer's Reserve Corps

Navy:
- Regular
- Militia
- Training Cruise

Further particulars are:

SCIENTIFIC, PROFESSIONAL, TECHNICAL, TRADE, BUSINESS, MISCELLANEOUS

Put a check (✓) in front of any occupation in which you have had training or experience; underline your preference.

- Accountant
- Administrative
- Architect
- Aviator
- Bookkeeper
- Carpenter
- Chauffeur
- Chemist
- Civil Engineer
- Diver
- Draughtsman
- Electrical Engineer
- Electrician
- Engineer:
  - Marine
  - Railroad
- Gunmaker
- Hospital:
  - Attendant
  - First Aid
  - Nurse
- Languages:
  - French
  - German
  - Russian
  - Spanish
- Machinist
- Mechanical Engineer
- Mining Engineer
- Motorcyclist
- Motorman
- Musician
- Pharmacist
- Physician
- Pilot
- Plumber
- Power-boats
- Purchasing Agent
- Railroad:
- Secretary
- Signalman:
  - Helio
  - Wigwag
- Statistician
- Stenographer
- Storekeeper
- Surgeon
- Surveyor
- Telegrapher:
  - Wire
  - Wireless
- Telephone:
  - Switchboard
  - Trouble man
- Typewriter

Give further particulars about items checked or underlined by you

Equipment owned which might be useful and available in an emergency, such as Wireless Outfit (a) sending, (b) receiving, Motorcycle, Automobile, Motor Truck, Motor Boat, etc.

(OVER)

[Face of card for men]

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General Statement—Activities since graduation:

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Detailed Statement—Activities during past six months:

3

(Do Not Fill In)

Notice sent		
Reply received		
Classified		
Report to		

[Reverse of card for men]

COLUMBIA UNIVERSITY PERSONNEL INDEX
WOMEN

☐ Student? ☐ Alumna? ☐ University Officer? ☐ Officer's Wife.

Name _____ School _____
First name Middle name Last name
Class _____ Degree _____

Business or local address _____ Telephone {during hrs. _____ No. _____
Home address _____ {during hrs. _____ No. _____

Country of birth _____ Married or Single _____

Will you accept enrollment for duty in emergency? _____ Could you give full time? _____ If only part time, state days and hours free { } Must you stay in any particular locality? _____ Where? _____

TRAINING OR EXPERIENCE

Put a check (✓) in front of any occupation in which you have had training or experience; underline your preference.

Author
Automobile driving
Baker
Bookkeeper
Care of children
Clerical work
Cook
Dairy
Dietitian
Factory inspection
Factory work
Farming
First aid
Gardening
Garment-making
Housework
Instructing blind, maimed, etc.
Journalist
Knitting
Languages:
French
German
Russian
Spanish
_____
Laundry work
Lecturing
Letter writing
Making surgical dressings
Manager
Messenger
Mail carrier
Motorcyclist
Nurse:
Practical
Trained
Pharmacist
Physician
Photographer
Postmistress
Poultry raising
Power boats
Reader
Relief visiting
Sewing
Social Club work
Stenography
Tailoring
Teaching
Telegraph:
Wire
Wireless
Telephone
Trade:
_____
_____
Typewriting
_____
_____
_____
_____

Give further particulars about items you have checked or underlined _____

Equipment owned which might be useful and available in emergency, such as automobile, motor-boat, etc. _____

(Over)

[Face of card for women]

4

General Statement—Activities since graduation:

Detailed Statement—Activities during past six months:

Physical Characteristics and Condition:—What is your height?

Weight? Age?

General physical condition?

Specify your physical defects, if you have any, such as imperfect eyesight, hearing, etc.

Are you now affiliated with any organization which would have first claim upon your services?

Name of organization?

(Do Not Fill In)

Notice sent

Reply received

Classified

Report to

[Reverse of card for women]

A letter of transmittal includes an appeal to university loyalty in order that the registration may be as full as possible, even if the recipient may not desire to answer the questions concerning enrollment. The letter follows:

"Kindly fill out and return the accompanying card at once. The primary intent of the card is to make a census or personnel index of Columbia University in all its parts—faculty, students, and alumni, both men and women—with a view to classification and organization according to the possible needs of the Federal Government. The cards, as well as the information they contain, are exclusively for the use and guidance of the university. The card also provides for voluntary enrollment if the individual so desires, but any unwillingness to enroll should not prevent the filling out and returning of the questionnaire

"The university is being organized in its entirety, including the families of alumni as well as of officers and students, and, upon request, cards will be sent for the registration of persons not on the official lists of the University.

"The directors of the Alumni Federation have appointed a committee to cooperate with the university in making this census and in organizing the university's resources."

This letter makes it entirely clear that the personnel index is for the use of Columbia University alone and that registration and enrollment do not in themselves render an individual liable to Government service. The Columbia University Circular concludes as follows:

"2. The comprehensive plan for the internal organization of the University which provides for the definite regimentation of smaller and larger groups, and for the articulations of the lesser or greater units, is the following:

I. *Staff Corps.* Chief: President Butler.
Committee on Organization and procedure: Prof. H. E. Crampton, Chairman.
II. *Medical Corps.* Chief: Dean S. W. Lambert.
Div.—Hospital: Dr. A. V. S. Lambert.
Section—Hospital Organization: Dr. S. R. Burnap.
Section—Red Cross and Nursing: Prof. Mary A. Nutting, and Miss A. C. Maxwell.
Div.—Pharmacological: Dean H. H. Rusby.
Div.—Dental: Dr. H. S. Dunning.
Div.—(Veterinary):
Div.—Biological: Prof. F. S. Lee.
Section—Botany: Dr. N. L. Britton.
Section—Zoology: Prof. G. N. Calkins.
Section—Physiology: Prof. F. H. Pike.
Div.—Laboratory: Dr. H. Zinsser.
III. *Legal Corps.* Chief: Dean H. F. Stone.
Div.—International Law: Prof. J. B. Moore.
Div.—Military Law: Prof. U. Moore.
Div.—Admiralty Law: Mr. J. V. Hewitt.
Div.—Civil Law: R. W. Gifford.
IV. *Technical Corps.* Chief: Prof. M. I. Pupin.
Div.—Minerals and Areas: Prof. R. M. Raymond.
Section—Geology: Prof. C. P. Berkey.
Section—Geography and Topography: Prof. D. W. Johnson.
Section—Mining: Prof. R. Peele.
Section—Metallurgy: Prof. A. L. Walker.
Div.—Chemistry: Prof. M. T. Bogert.
Div.—Physics: Prof. G. B. Pegram.
Div.—Mathematics and Astronomy: Prof. H. E. Hawkes.
Section—Mathematics: Prof. T. S. Fiske.
Section—Astronomy: Prof. H. Jacoby.

IV. *Technical Corps*—Continued.
- Div.—Engineering: Prof. C. E. Lucke.
  - Section—Civil Engineering: Prof. E. B. Lovell.
  - Section—Electrical Engineering: Prof. W. J. Slichter.
  - Section—Mechanical Engineering: Mr. L. B. Morse.
  - Section—Sanitary Engineering: Prof. D. D. Jackson.
  - Section—Drafting: Prof. S. O. Miller.
  - Section—Skilled Labor: ———.
- Div.—Fine Arts: Prof. W. A. Boring.
  - Section—Architecture: Prof. A. D. F. Hamlin.
  - Section—Music: Prof. D. G. Mason.
  - Section—Art: Prof. A. W. Dow.

V. *Economics and Social Service Corps.* Chief: Prof. S. M. Lindsay.
- Div.—General Economics: Prof. H. R. Seager.
  - Section—Foods and Agriculture: Prof. O. S. Morgan.
  - Section—Industry: Prof. R. C. McCrea.
  - Section—Finance: Prof. W. C. Mitchell.
- Div.—Social Service and Social Organization: Prof. E. T. Divine.
- Div.—Statistics: Prof. R. E. Chaddock.
- Div.—Historical Science: Prof. J. T. Shotwell.
- Div.—Civics: Prof. C. A. Beard.
- Div.—Intelligence and Publicity: Prof. W. B. Pitkin.
- Div.—Philosophy, Psychology, and Anthropology: Prof. E. L. Thorndike.
  - Section—Philosophy: Prof. W. T. Bush.
  - Section—Psychology: Prof. R. S. Woodworth.
  - Section—Anthropology: Dr. C. Wissler.
- Div.—Religion: Chaplain R. C. Knox.

VI. *Home Instruction and Organization Corps.* Chief: Dean J. E. Russell.
- Div.—Organization of Education: Prof. P. Monroe.
- Div.—Household Arts: Prof. M. A. Bigelow.
- Div.—Physical Education: Prof. T. D. Wood.

VII. *Language Corps.* Chief: Provost W. J. Brewster.
- Div.—English: Prof. A. H. Thorndike.
- Div.—Germanic: Prof. C. Thomas.
- Div.—Romance: Prof. R. Weeks.
  - Section—French: Prof. L. A. Loisseaux.
  - Section—Spanish: Mr. L. Imbert.
  - Section—Italian: Prof. A. A. Livingston.
  - Section—Rumanian: Mr. A. L. Wechsler.
- Div.—Slavonic: Prof. J. D. Prince.
- Div.—Other Languages: Prof. G. Lodge.

VIII. *Military Training Corps.* Chief: Mr. J. D. Livingston.
- Div.—Reserve Officers' Training Corps, Army: Mr. A. S. Dwight.
- Div.—Reserve Officers' Training Corps, Navy: Mr. H. L. Satterlee.

"The number of major divisions or corps has been kept as small as possible in order to centralize their relations effectively. Furthermore, the lines of the administrative and educational organization of the university have not been followed absolutely, save that in a general way the natural divisions into teaching subjects and the natural groupings of such subjects have been kept in view. The entire scheme has been developed in such a way as to give definite position and sphere of activity to every essential unit of the university.

"The establishment of external relations may be effected either on the initiative of the university or in response to requests from other bodies for cooperation. Already certain individual units have come into relation with organizations of national scope, *e. g.*, chemistry and physics with the National Research Council, mechanical engineering and electrical engi-

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neering with the Navy Department, and physics with a group whose members desire training in modes of wireless communication.

"The president of the university has informed the Council and Commission of National Defense as a federal body, the National Research Council, the governor and the commissioner of education of New York as State officials, and the mayor of the city of New York, that the above plans for the mobilization of Columbia University have been adopted, and that the larger and smaller units are preparing to render such service as any of these official agencies may request them to perform."

It is thought that this plan may be helpful to other institutions which are contemplating similar organization. Certain modifications will probably suggest themselves to render the plan appropriate to local institutional conditions. For example, it is evident that the scheme of divisional organization would have to be expanded in some direction (and possibly curtailed in others) in the case of State colleges of agriculture or of institutions having special technical departments.

The experience of other agencies which have sought to establish similar voluntary organizations indicates that two items may well be added to both registration cards. The first is the request that the name of the person reporting be typewritten or printed. The second is this question: "How soon could you accept Government service, if offered?"

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